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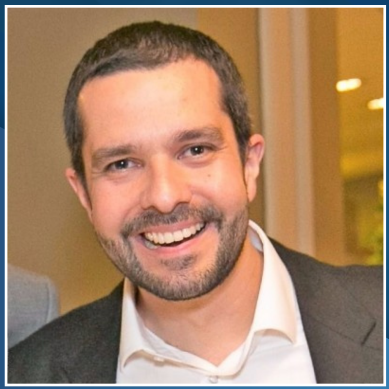
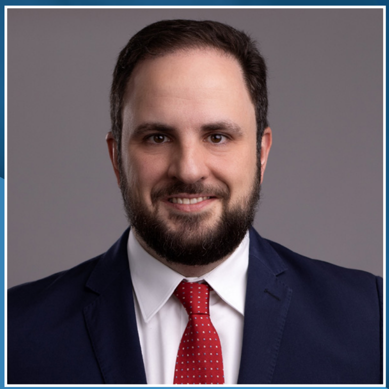
TRANSFORMATIONAL GROWTH LEADERSHIP

Leading Enterprise Transformational Growth Across Latin America: How Samsung Is Advancing AI, Connected Ecosystems, and Customer-centric Innovation

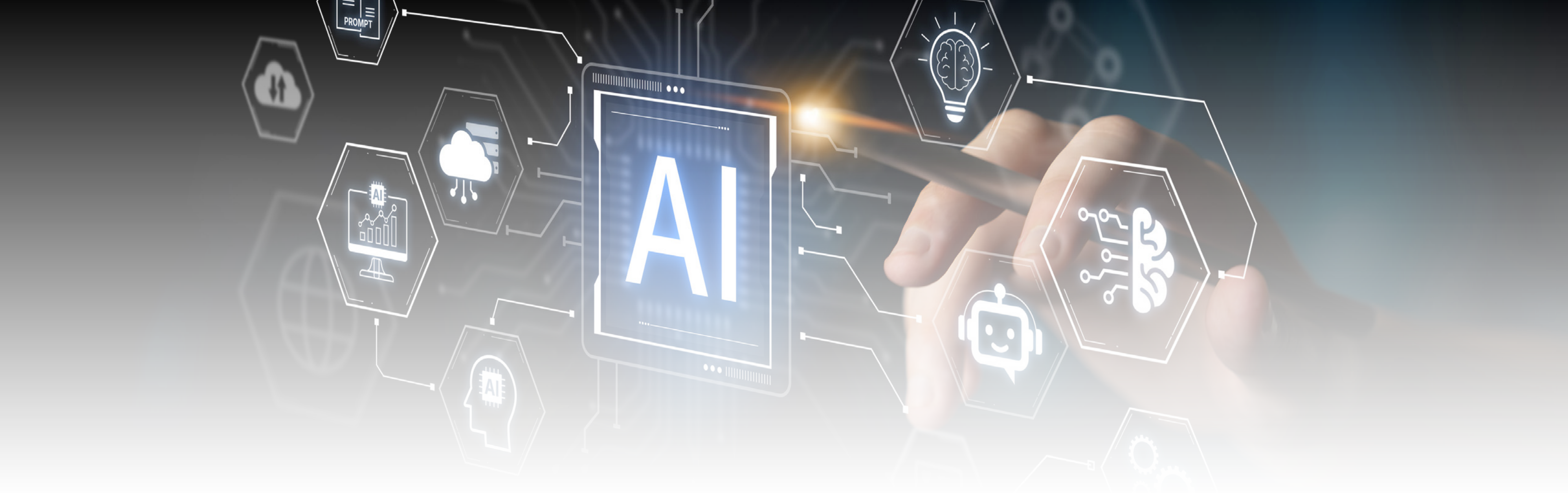




André Peixoto
Senior Director of B2B Integrated Offering, Samsung Latin America

in conversation with

Renato Pasquini
Research Vice President, Frost & Sullivan



Enterprise technology is entering a new phase where competitive advantage is defined not by standalone technologies, but by the ability **to orchestrate AI, connectivity, cybersecurity, and sustainability into intelligent ecosystems that deliver measurable business outcomes.** As organizations across Latin America accelerate their digital transformation journeys, **Samsung is evolving beyond a technology provider to become a strategic partner**, helping enterprises build secure, connected, and future-ready operations through AI-enabled solutions, industry expertise, and collaborative ecosystems.

In this Transformational Growth Leadership (TGL) discussion, André Peixoto, Senior Director of B2B Integrated Offering, Samsung Latin America, speaks with Renato Pasquini, Research Vice President at Frost & Sullivan, about the megatrends reshaping Latin America's B2B landscape, the growing role of intelligent connected ecosystems, the importance of trusted partnerships, and why the ultimate purpose of technology is not simply to make businesses faster, but to give people back their most valuable asset: time.

> "The true value of AI is giving us more time to do what only humans can: care for our clients and build relationships founded on trust."
>
> — André Peixoto, Senior Director of B2B Integrated Offering, Samsung Latin America

Megatrends Reshaping B2B Transformation in Latin America

Renato Pasquini: *Thank you, Andre, for speaking with us and participating in our Transformational Growth Leadership (TGL) Program. To start, could you provide an overview of Samsung's Business-to-Business (B2B) operation in Latin America? In your view, what are the most transformative trends changing the ecosystem? And what role is Samsung playing in guiding this transformation for both companies and governments across the region?*

André Peixoto: I am glad to participate in the TGL Program. Thank you for the invitation, Renato. The B2B segment has become an increasingly important contributor to Samsung's overall revenue, both globally and across Latin America. The demand for new solutions and technologies from B2B clients is being driven by transformations that go far beyond just the product. Today, companies are looking for tangible results and practical ways to bring new technologies to market to support their daily operations.

When we talk about megatrends: **efficiency, productivity, and competitiveness** have become top priorities for customers; I would highlight these as the **first major global trend.**

On the other hand, Latin America has its own specificities.

- The first megatrend, as seen today at Brazil Korea Conference, in Brazil, is the **consolidation of Artificial Intelligence (AI) as a daily tool;** not just for individuals, but for companies. A Samsung survey from December 2025 with over 1,000 companies in Brazil showed that **75% of large corporations have a digital presence, while only 57% of micro-enterprises do**. Compared with Organization for Economic Co-operation and Development (OECD) countries, where 88% of companies have a strong digital presence, **Latin America still shows disparities in AI adoption between small and large companies.** Although the region lags behind more developed countries, AI remains a highly relevant trend in the corporate segment.
- The second megatrend is the **evolution of connected ecosystems**, which is all about digital transformation. Companies no longer want standalone systems; they want intelligent, connected systems—IoT (Internet of Things) sensors connecting displays to air conditioning systems, smartphones, and tablets. The big trend **is orchestrating all these ecosystems so they communicate with each other.**

Frost & Sullivan's **Transformational Growth Leadership Program** aims to honor visionary business leaders who possess the foresight and leadership acumen to drive positive change within their organizations. The leaders we celebrate hail from diverse sectors and company sizes, yet they all share an unwavering commitment to innovation and excellence.

- The third megatrend, closely correlated with the growing use of connected devices, is the **increasing focus on cybersecurity.** Latin America is at a different stage compared to developed countries. Regarding device density, Latin America has 11 IoT devices per 100 people, whereas the European Union has between 180 and 230 M2M (machine-to-machine) devices per 100 people.

  On the other hand, **Latin America is much more exposed to cyberattacks as well.** According to research published by Check Point Research in January 2026, based on data collected throughout the previous year, organizations in Latin America face between 1,600 and 2,200 cyberattacks per week, compared to weekly averages of 900 to 1,200 in the European Union and 1,100 to 1,300 in the United States. We face higher risks, not only due to the volume of threats, but also because we are less structured in our approach to cybersecurity. We view this as an opportunity to work on this trend in the current market.

- The fourth megatrend is **Environmental, Social, and Governance (ESG).** At Samsung, we strive to make ESG tangible and highlight the benefits it brings to our clients. While large corporations often have mandates to follow green building certifications, we **focus on what our solutions bring in terms of operational efficiency**—how they can save energy, reduce operational maintenance costs, and facilitate the governance of different systems.

Innovating the Future of Intelligent Remote Management

Renato Pasquini:*Yes, it makes a lot of sense. Within the pillars you mentioned, I know Samsung has 'Knox' for Mobile Device Management (MDM), along with other cybersecurity offerings. Could you explain a bit more about the applications of these solutions?*

André Peixoto: Absolutely. Knox is our digital security platform. We have partnerships with companies that work with governments, such as Thales, a cybersecurity company serving the French government. Knox is one of Samsung's flagship cybersecurity platforms, complemented by a broader portfolio of security solutions.

Today, something we are bringing to the market that I believe will be a major success in Latin America is **remote management and supervisory systems**. Usually, supervisory systems are complex, require programming, and have high implementation costs. We have a solution called 'SmartThings Pro'. Most people are aware of SmartThings for residential use only, but now, we are launching **SmartThings Pro** for corporate use as a **simplified, plug-and-play supervisory system**. It can connect not only Samsung systems, but also third-party systems via APIs (Application Programming Interfaces).

Because it is already validated for residential use, the Pro version allows for multi-site applications. In retail, if I have multiple franchises, I can remotely manage all my stores. If I have a small hotel, a real estate company with multifamily units, or several schools, I can **connect multiple sites through a simple, almost plug-and-play setup.**

Leveraging Disruptive Technologies to Drive Intelligent Enterprise Transformation

Renato Pasquini: *Regarding AI, I know Samsung has a lot of intelligence embedded in its products and remote management applications. But, when you talk to B2B customers, what solutions do you bring?*

André Peixoto: Some easy-to-measure examples come to mind. With **SmartThings Pro**, we can manage air conditioning systems, which depend heavily on usage patterns. **By proactively understanding how the system is being used, we can greatly optimize energy costs.** In Latin America, energy is more expensive during peak hours. If we **use AI to slightly shift this load**, making the system run a bit earlier so thermal inertia carries through the expensive hours, we can achieve substantial operational cost savings for businesses.

We also have projects with elevator companies to identify the flow of people within commercial buildings and anticipate needs. Furthermore, our Galaxy AI is extraordinarily strong in **corporate mobility.** Features like **real-time translation** and **meeting transcription** significantly **increase productivity.** For example, I can record a meeting and instantly generate a report or an action plan. We use these tools internally to report across all our Latin American subsidiaries.

Harnessing Industry Convergence to Build Connected Enterprise Ecosystems

Renato Pasquini: *These are excellent examples! Just to make sure I understood, in the B2B segment, you have devices like digital signage, displays, Point-of-Sale (POS), and an IoT platform to connect and analyze them. On top of that, there is a layer of device management, security, and AI depending on the solution designed with the clients. Is my understanding correct?*

André Peixoto: Exactly. It is not a closed solution. For retail, I might offer access control and customer flow monitoring; for a commercial office or a school, I might offer different applications. The real advantage of centralizing everything within SmartThings Pro is the ability to connect air conditioning systems, digital displays, tablets, smartphones, and smartwatches.

For example, in the transportation industry, we can help reduce accidents by monitoring fleet drivers' vital signs through smartwatches. In construction, smartwatch alerts can be sent if a worker enters a high-risk area, helping prevent falls and on-site accidents. We develop these solutions both internally through our R&D teams in Campinas and Manaus, and in collaboration with our system integration partners.

Capitalizing on Growth Opportunities Through Strategic Ecosystem Expansion

Renato Pasquini: *Regarding growth opportunities in the coming years for the B2B segment, how is Samsung positioning to capture them?*

André Peixoto: The market is challenging. The pace of change is accelerating, and competition will continue to intensify. We want to position Samsung in the B2B market not just as an equipment supplier, but as a **strategic partner that develops solutions which add value for our clients.** We are focused on segments such as government and key verticals including hospitality, construction, manufacturing, and education. We are particularly strong in the education sector, which has changed brutally. Technology is playing a significant role through interactive displays and remote content management.

Our **channel strategy** is another key component and varies by country and product, partly due to differences in taxation. In general, we place **foremost importance on developing our channel partners,** including telecom operators, system integrators, distributors, and air conditioning installers. We want to simplify their journey so we can achieve broader market reach. While we work directly with some global accounts based on demand, we primarily rely on our partners as our sales channels. B2B e-commerce is also a clear growth trend for us.

Navigating Competitive Intensity Through Purpose-driven Innovation

Renato Pasquini: *You mentioned increasing change, competition and tax complexity. What are you most concerned about?*

André Peixoto: The speed of change we see in the market today is something we must pay close attention to. When we talk about innovation and technological development, it must have a purpose, not simply be new technology. We strive to package it in a way that brings tangible value to our clients' daily lives.

Renato Pasquini: *Considering the scenario of change described, what is your strategy to stay ahead of the competition?*

André Peixoto: Samsung is a global giant. **More than 2 billion people** use or interact with Samsung products every day, and we **sell over 10 smartphones every second worldwide.** To maintain our leadership position, we invest heavily in R&D. In fact, we rank among the **world's leading investors in R&D, averaging more than $20 billion annually.**

We must also stay close to the market and our clients so we can **adapt quickly to emerging technologies**. The pace of technological development is so rapid that staying current requires a Herculean effort during this unique moment in human history.

In addition, the Latin American market is highly fragmented. While Samsung is globally recognized for its premium products, Latin America has a much larger base of small and medium-sized enterprises (SMEs) than more mature economies. Their needs are different from those of large corporations. **For SMEs, our focus is on simplifying their daily operations through innovative, practical, and easy-to-use solutions.** We want to "simplify the present and prepare them for the future."

Expanding Innovative Business Models Across High-growth Ecosystems

Renato Pasquini: *I understand that you already have a strong presence in smart buildings and retail. Are there other verticals you are exploring?*

André Peixoto: Government is a major vertical in Latin America; they are eager for technology. Education is another one, using interactive screens and remote education to reach places we couldn't before. **Democratizing technology is key to our strategy.** With AI, we want to bring intelligence that helps clients gain real productivity, not just speed.

Renato Pasquini: ***Does your manufacturing presence in Latin America help differentiate you from the competition?***

André Peixoto: Yes, we have a significant manufacturing footprint for white goods and smartphones in Mexico (Querétaro and Tijuana), as well as a large factory in Manaus, Brazil, for air conditioners and TVs. Having reliable technical support and readily available replacement parts is crucial in the B2B market. Many new entrants bring products to market but lack the service capabilities and parts availability that Samsung has carefully built to better support our clients.

Reimagining the Future of Work Through AI-driven Transformation

Renato Pasquini: ***Where is Samsung creating the most value through AI, and where do you see its biggest impact in the B2B segment in the coming years?***

André Peixoto: Recently, in June 2026, Samsung Group announced plans to invest approximately **$650 billion over the next 10 years – the largest investment commitment ever announced by a South Korean company.** The plan focuses on technological development in areas such as **AI, data centers, and memory technologies.**

Internally, we are incorporating AI into our daily operations to drive business transformation. Our philosophy is that AI should give us more time to focus on what only humans can do: taking care of our clients and building relationships based on trust.

Externally, we foster innovation through programs such as **Samsung Ocean,** where we have trained more than **215,000 people in technology and AI in Brazil since 2014.** We also have the Samsung **Innovation Campus** in Colombia and Mexico, which focuses on training young entrepreneurs in AI.

Adopting Best Practices to Balance Organic Growth and Strategic Acquisitions

Renato Pasquini: ***Regarding mergers and acquisitions (M&A), is your planned growth primarily organic, or do you also look at acquisitions?***

André Peixoto: We look at the business as a whole. We grow organically by expanding our presence and strengthening our ecosystem through partnerships. However, 2025 was also an exceptional year for acquisitions. Samsung acquired Germany's **FläktGroup** for **$1.7 billion** to strengthen its position in HVAC (heating, ventilation, and air conditioning) and data center cooling solutions.

HARMAN, a Samsung subsidiary, also agreed to acquire **ZF Group's Advanced Driver Assistance Systems (ADAS) business**, expanding Samsung's capabilities in autonomous driving and connected vehicle technologies. Another very interesting acquisition was **Xealth,** an American digital health company, which reinforces our digital health strategy as people increasingly seek a better quality of life amid growing technological stress.

Building a Customer-centric Ecosystem Through Collaboration

Renato Pasquini: ***What excites you most about this technological revolution, and what worries you?***

André Peixoto: It is exciting to bring new technologies that **deliver value and meaningful benefits to our clients and the planet.** What worries me is the **unpredictability.** We don't know how fast these technological changes will affect our personal and professional relationships. But I view this unpredictability as a challenge that can drive us forward.

Renato Pasquini: ***How does your corporate culture influence your success?***

André Peixoto: Samsung's pillars are **innovation, excellence**, and a genuine **customer-centric approach**. We highly value **collaboration** between different areas of the company, which allows us to offer integrated solutions, something that sets us apart from niche competitors. The Korean culture of **pragmatism** and **agility in execution** is also vital. We plan carefully, but if we take the wrong direction, we have humility and speed to correct it. Ultimately, I believe in being "people-driven" because **people are the foundation that sustains long-term results.**

Renato Pasquini: ***How do you view the role of your ecosystem partners (operators, integrators) in your growth?***

André Peixoto: They are extremely important. We create Joint Business Plans (JBPs) with them because they are on the front lines and understand market dynamics. Whether it's a telecom operator, a software developer, or an installer, our role is to choose the right partners and build open, win-win, long-term relationships. If our partners are profitable using our solutions, they will keep partnering with Samsung.

Leading with Purpose Beyond Technology

Renato Pasquini: ***To conclude, what is the final message you would like to convey to our readers?***

André Peixoto: It is simple. **Having the most advanced technology in the world means nothing if we cannot give people back their most valuable asset: time.** If our tools and AI allow clients to reclaim that time with greater quality and dignity, then we have achieved our goal. Ultimately, technology should improve quality of life.

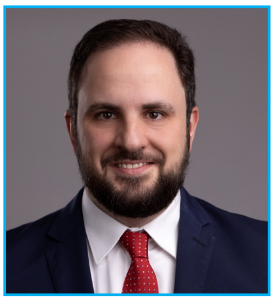
Closing Reflection: Building Intelligent Enterprises Through Connected Ecosystems

Throughout the conversation, André Peixoto makes one point consistently: **technology, on its own, is never the differentiator.** Whether discussing AI, connected ecosystems, cybersecurity, or enterprise mobility, the emphasis remains on delivering practical outcomes that simplify operations, strengthen customer relationships, and create value that organizations can measure. Equally important is Samsung's belief that long-term growth is built through open ecosystems, trusted partnerships, and solutions designed around customer needs rather than technology for technology's sake.

As AI becomes increasingly embedded in enterprise operations, **the conversation is shifting from what organizations can automate to why they are investing in AI in the first place.** The organizations that lead the next phase of growth will be those that use technology to give people back their most valuable asset, time, allowing them to focus on innovation, decision-making, and the relationships that ultimately drive sustainable business success.

André Peixoto | Senior Director of B2B Integrated Offering, Samsung Latin America

André Peixoto is the Senior Director of B2B Integrated Offering at Samsung Latin America. A mechanical engineer with over 25 years of experience, he has a strong background in sales and marketing with a focus on technology. Holding a postgraduate degree in Marketing and Business Management, he has developed regional corporate projects in Brazil, Mexico, and Panama. He is dedicated to driving technological transformation in business operations, promoting more connected, agile, and efficient experiences, and contributing to the generation of real value for corporate clients.



Renato Pasquini | Research Vice President, Frost & Sullivan

Renato Pasquini is the Research Vice President and Global Program Leader at Frost & Sullivan, with more than 23 years of experience in strategy, market intelligence, and growth consulting. He advises C-suite executives on growth, innovation, and digital transformation, helping organizations translate market insights into strategic business outcomes. In addition to his role at Frost & Sullivan, Renato serves as a board member, advisor, and mentor to industry associations and startups, supporting leadership teams in navigating growth, disruption, and innovation.

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Appendix

As organizations accelerate AI adoption, enterprise success will increasingly depend on integrating connected ecosystems, intelligent automation, cybersecurity, and industry-specific innovation into a unified business strategy. Organizations that can translate these capabilities into measurable business outcomes will be better positioned to strengthen operational resilience, enhance productivity, and unlock new growth opportunities.

To support organizations navigating this evolution, Frost & Sullivan provides the following analyses:

- Frost Radar™: Digital Signage Platforms, 2026
- Top 10 Growth Opportunities in Data Center Services, 2026
- Top 10 Growth Opportunities in Enterprise Wireless Services, 2026
- Growth Opportunities in the US Mobile Device Trade-in and Protection Market

These analyses complement the themes explored throughout this discussion, helping business leaders evaluate emerging technologies, benchmark best practices, and identify strategic growth opportunities across the connected enterprise ecosystem.

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